

SCORE interpretation: coaching style

Look at your highest score. This typifies your approach to developing others.

T = Trainer

People who prefer to develop others in a training style:

- Focus on the task objective
- Set the learning objectives for individuals
- Are clear about the standards of performance that they expect the learner to achieve
- Provide instructions and information
- Pay attention to detail

This style is best used:

- When people are new to a task, their confidence and competence are low, and there is a clear right or wrong way of doing something
- When people ask to be instructed on what to do

If this style is over-used or used inappropriately:

- People may see you as lecturing or domineering
- The relationship will be one of pupil/teacher
- You will not encourage self-awareness or responsibility for problem solving
- People will not be allowed to think for themselves
- Wider development needs might be ignored

C = COACH

People who prefer to develop others in a coaching style:

- Allow individuals to set their own learning objectives
- Follow the lead of the learner and help them focus on what they want to achieve
- Do not see themselves as having all the answers or being the expert
- Ask lots of questions to increase the learner's self-awareness and generate responsibility
- Focus on long-term behavior changes

This style is best used:

- When people need to learn and develop
- When you are seeking an adult-to-adult relationship with the learner
- To encourage self-awareness and joint problem solving
- To encourage people to think for themselves

This style cannot be over-used.

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